The City of New Orleans
And
The New Orleans Workforce Investment Board

Local Workforce Investment Plan

For the Period of July 1, 2012 through June 30, 2017

Mitchell J. Landrieu
Mayor

Robert T. Spencer, Jr.
Chair, New Orleans Workforce Board

Nadiyah M. Coleman
Director, Office of Workforce Development

DRAFT

Comments concerning

The City of New Orleans and

The New Orleans Workforce Investment Board

Local Workforce Investment Plan

For the Period of July 1, 2012 through June 30, 2017

Can be sent via the following e-mail address:

tfwashington@nola.gov

DRAFT

Table of Contents

I. Local/Regional Workforce Strategic Plan 4

A. Local/Regional Vision 4
B. Economic and Workforce Information Analysis 5
C. Local/Regional Strategies 18
D. Desired Outcomes 23

II. Local Operational Plan 25

A. Overview of the Workforce System 25
B. Operating Systems and Policies Supporting the State's Strategies 31
C. Services to Employers 35
D. Services to Local Target Populations 38
E. Trade Adjustment Assistance (TAA) 40

Attachment

- Attachment A- New Orleans Workforce Investment Board Directory

DRAFT

Section I. Local/Regional Workforce Strategic Plan

A. Local/Regional Vision

Vision - New Orleans Workforce Investment Board

The New Orleans Workforce Investment Board (hereinafter referred to as "Board") is motivated by the belief that full economic participation is attainable in New Orleans. It is this belief that guides the vision of the Board. Over the next five years this Board will become the catalyst for systemic workforce solutions that leverage community resources to prepare the New Orleans workforce to fully participate in the local economy. This guiding vision will contribute to the creation of a strong economy that provides family-sustainable careers for all residents.

One significant challenge to the catalytic work of the Board is the chasm that has developed between the supply and demand sides of the employment equation. This chasm is not unique to New Orleans. Like the rest of this country, New Orleans faces a significant gap in workforce demand and workforce supply. Employers struggle to find employees with the appropriate skills required to add value to existing businesses. If the chasm is left unaddressed, New Orleans will face significant challenges.

Over the next five years, the Board will focus its policies and efforts toward closing the chasm. The Board will continue to be proactive in workforce preparation and work strategically with our local economic development agencies to create a pipeline of qualified workers who meet the workforce needs of local and regional employers.

To support this vision, the Board's 3 – 5 year priorities include:

- Position the Board as the local workforce authority. Board should be continuously expanding its reach in driving workforce development outcomes.
- Establish solutions to ensure direct linkages between all workforce stakeholders.
- Expand service provision options to ensure access across the spectrum of customers.
- Create policy as it relates to workforce development in the City of New Orleans.
- Expand existing pipeline to be more comprehensive and diverse to ensure success for the current and emerging working.

DRAFT

Regional Workforce Investment Board Partnership Vision

To further promote full economic and workforce participation, the Board, First Planning District (St. Bernard, St. Tammany and St. Bernard), Jefferson Parish, and the River Parishes (St. Charles, St. James and St. John the Baptist) combine to form Region One. The Local Workforce Areas (LWIA) in Region One share the Governor's vision of having a skilled and prepared workforce. To promote this vision, the Region's Workforce Investment Boards work together to strategically invest in high growth/high wage industries, leverage funds beyond Workforce Investment Act formula funding, develop systems and not stand alone programs that work closely with all One Stop partners. To accomplish these tasks, the four (4) WIB Directors of Region One meet monthly to address and resolve regional workforce issues, and hear presentations from employers, training providers, and regional staff. Also, Region One's Local Area Coordinators meet monthly to address and improve services delivery, develop uniform policies and procedures and address any outstanding issues relative to funding, programming, etc.

B. Economic and Workforce Information Analysis

The "Greater New Orleans Region" is defined as the eight parishes (counties) that make up the 1st Regional Labor Market Area (RLMA 1): Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, and St. John the Baptist and St. Tammany. The entire economy is supported by one of the nation's largest port operations and by the flow of goods through the extensive logistical systems spanning the region, including river traffic and rail lines.

Economic Overview

In the most recent assessment in 2011, Region One generated a Gross Regional Product (GRP) of $71.4 billion, representing 33% of the State's total GRP of $217.4 billion. The GRP measures the final market value of all goods and services produced in a region and include the sum of earnings, property income, and taxes on production. The top revenue producers in the region are Manufacturing (including Petrochemical and Defense), Government, Finance and Insurance, Healthcare and Social Assistance, and Transportation and Warehousing. The largest employer sectors are Government, Accommodation and Food Service, Retail Trade, and Healthcare and Social Assistance, collectively employing 51% of the total regional workforce. The second-largest employer group, and considered to be a staple of the region, Accommodation and Food Service continues to pay the lowest wages of all sectors. In general, service-based knowledge sectors such as, Education, Healthcare, and Accommodation and Food Service, and Professional Services, are expected to be the fastest growing (Jobs) segments of the local economy over the next five years.

DRAFT

Table 1 – 2012 Regional Jobs by Industry

RLMA 1 | Jobs by Industry

533,194 Total Jobs (2012)	50.7% Male (National: 50.0%)	49.3% Female (National: 50.0%)

NAICS	Industry	2012 Jobs
11	Agriculture, Forestry, Fishing and Hunting	434
21	Mining, Quarrying, and Oil and Gas Extraction	6,478
22	Utilities	2,516
23	Construction	27,696
31-33	Manufacturing	33,309
42	Wholesale Trade	22,950
44-45	Retail Trade	57,790
48-49	Transportation and Warehousing	24,535
51	Information	7,471
52	Finance and Insurance	17,426
53	Real Estate and Rental and Leasing	6,778
54	Professional, Scientific, and Technical Services	30,900
55	Management of Companies and Enterprises	8,802
56	Administrative and Support and Waste Management and Remediation Services	30,677
61	Educational Services (Private)	14,637
62	Health Care and Social Assistance	57,499
71	Arts, Entertainment, and Recreation	10,327

DRAFT

NAICS	Industry	2012 Jobs
72	Accommodation and Food Services	66,591
81	Other Services (except Public Administration)	13,451
90	Government	92,148
99	Unclassified Industry	779

In Orleans Parish the top industries include Government and Accommodation and Food Services. The Veterans Administration Hospital and the LSU teaching hospital aid in the continued growth in healthcare and bio-tech industries. Construction continues to expand with over 800 million dollars of new projects slated to begin.

Orleans | Jobs by Industry

179,192 Total Jobs (2012)	49.0% Male (National: 50.0%)	51.0% Female (National: 50.0%)

NAICS	Industry	2012 Jobs
11	Agriculture, Forestry, Fishing and Hunting	24
21	Mining, Quarrying, and Oil and Gas Extraction	2,430
22	Utilities	273
23	Construction	4,226
31-33	Manufacturing	4,310
42	Wholesale Trade	3,912
44-45	Retail Trade	11,867
48-49	Transportation and Warehousing	6,977
51	Information	3,757
52	Finance and Insurance	5,512
53	Real Estate and Rental and Leasing	1,805
54	Professional, Scientific, and Technical Services	14,006

DRAFT

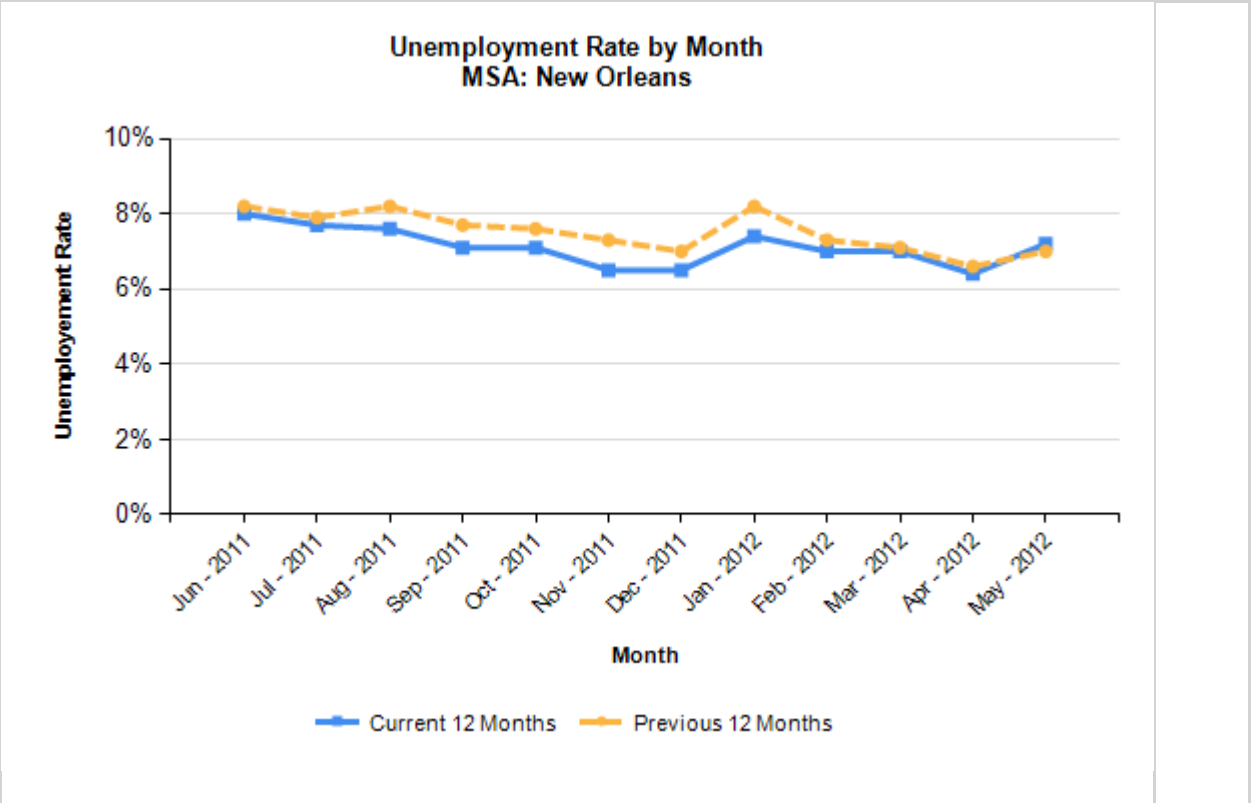
NAICS	Industry	2012 Jobs
55	Management of Companies and Enterprises	3,424
56	Administrative and Support and Waste Management and Remediation Services	9,337
61	Educational Services (Private)	11,942
62	Health Care and Social Assistance	16,366
71	Arts, Entertainment, and Recreation	4,220
72	Accommodation and Food Services	32,534
81	Other Services (except Public Administration)	4,951
90	Government	37,028
99	Unclassified Industry	290

Workforce

According to a recent Greater New Orleans Community Data Center Report, Business leaders agree that massive one-time federal rebuilding investments have substantially buffered our region from the worst of the global recession, and that, as those investments dwindle, we may begin to face new challenges. The New Orleans metro unemployment rate at 7.4 percent in 2010 was well below the national average of 9.6 percent, but minorities experienced unemployment at 12 percent locally. Also among the metro area's full-time year round workers, about 42 percent earn less than $35,000 annually.

DRAFT

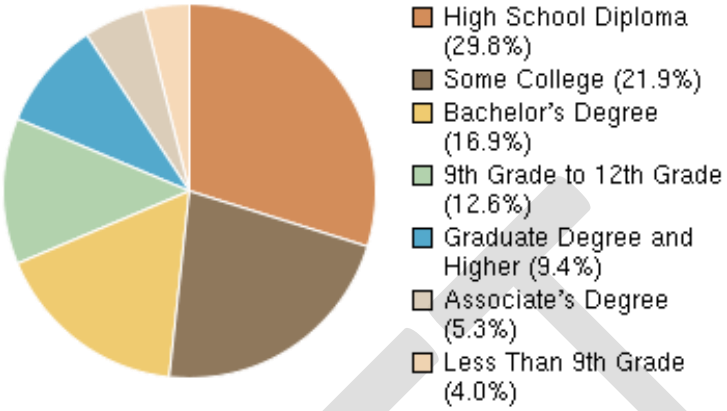
Figure 1 – 2011 - 2012 Unemployment Trends



Assessment of Workforce Skills and Knowledge

Educational Attainment

Nearly 40% of the region's adult (over 25) population lacks education beyond a high school diploma. According to the Greater New Orleans Community Data Center (GNOCDC) recent study, our region has been under producing post-secondary talent since 1980. Furthermore, wages for those individuals without advanced education beyond high school have seen declines in wages ranging from -3% to –15%. When a large portion of the population lacks general and occupational skill sets, coupled with a lack of sufficient soft skills, such a general understanding of customer service, it creates ongoing challenges for creating permanent and meaningful connections to the employers in need.



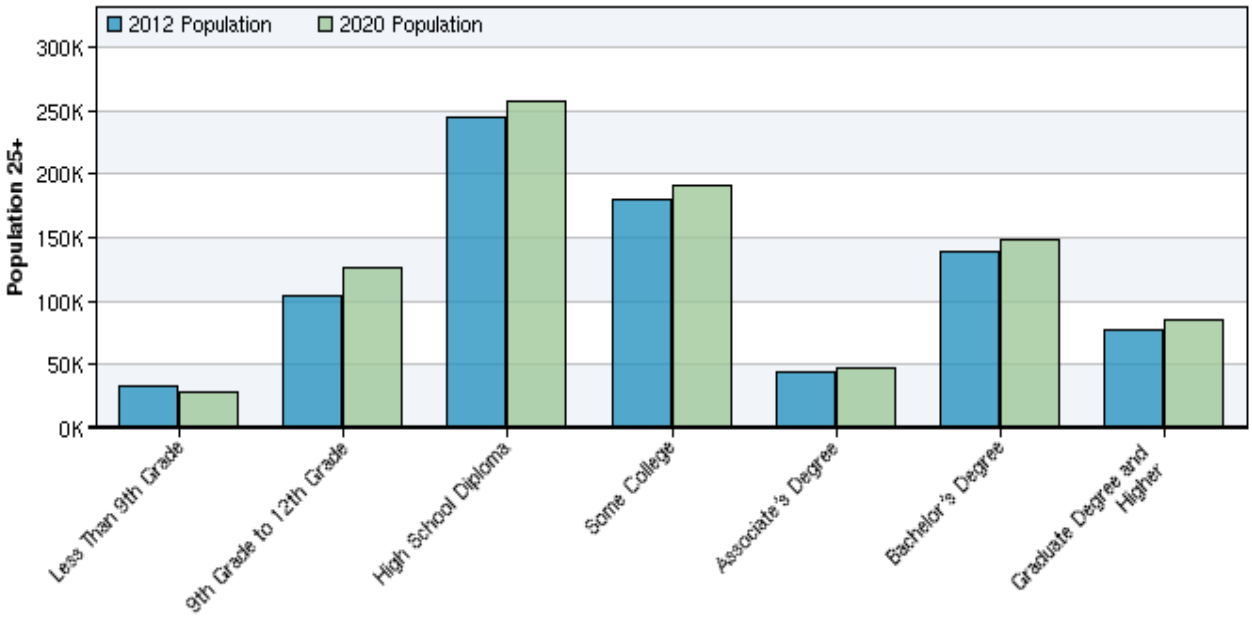
Education Attainment Projections

Trends in education attainment are leaning towards a significant shift that decreases the number of individuals with less than a 9th grade education and a significant increase in those that advance to a 9th to 12th grade education without a diploma. While this is not the ideal situation for education attainment goals for our region, it does demonstrate an improvement. Beyond 12th grade will continue to see modest gains.

DRAFT

Figure 2 – 2010 Education Attainment

Education Breakdown



Education	2012 Population	2020 Population	Change	% Change
Less Than 9th Grade	32,770	29,207	-3,563	-11%
9th Grade to 12th Grade	103,787	126,789	23,002	22%
High School Diploma	244,848	257,716	12,868	5%
Some College	180,423	190,575	10,152	6%
Associate's Degree	43,676	47,775	4,099	9%
Bachelor's Degree	139,291	148,607	9,316	7%
Graduate Degree and Higher	77,335	84,893	7,558	10%
Total	822,131	885,561	63,430	8%

Source: EMSI Covered Employment - 2012.2

Labor Market

In 2008 and earlier, there was an abundance of vacancies and significant shortages in numerous industries, particularly affected were construction, manufacturing, and healthcare. However, the latest statewide 2011 Vacancy Survey continues the trend of a flip in the supply and demand with job seekers outnumbering job vacancies.

Table 2 – Regional Jobs vs. Potential Candidates

Monthly Job Count

The table below shows the number of job openings advertised online in 1st Regional Labor Market Area, New Orleans, Louisiana in May, 2012 (Jobs De-duplication Level 2).

Area Name	Job Openings
1st Regional Labor Market Area, New Orleans	25,410

Job Source: Online advertised jobs data

Candidates Available

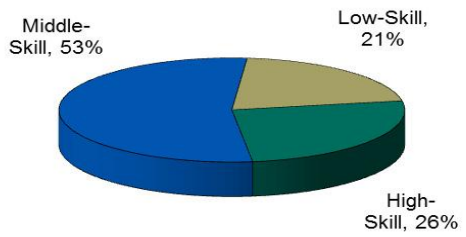
The table below shows how many potential candidates in the workforce system were looking for work in 1st Regional Labor Market Area, New Orleans, Louisiana in July 25, 2012.

Area Name	Potential Candidates
1st Regional Labor Market Area, New Orleans, Louisiana	43,625

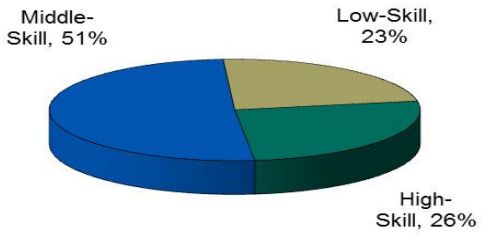
Candidate Source: Individuals with active resumes in the workforce system

Despite the labor demand in several strong industries, New Orleans, like many cities across the nation, has a gap between the skills of the labor market and the skills required by the employers. Specifically, the local labor market is deficient in basic reading, writing, mathematics, biology, statistics, chemistry, computer literacy, and “soft skills”. Additionally, the quality of high school graduates and the number of high school dropouts have negatively affected the labor market pool.

Many positions — known as "middle-skill" jobs — do not require a degree from a four-year institution, but due to the skills gap, many job seekers are under qualified. The Georgetown Center on Education and the Workforce estimates there will be 47 million job openings in the decade ending in 2018. Nearly half will require only an associate's degree.

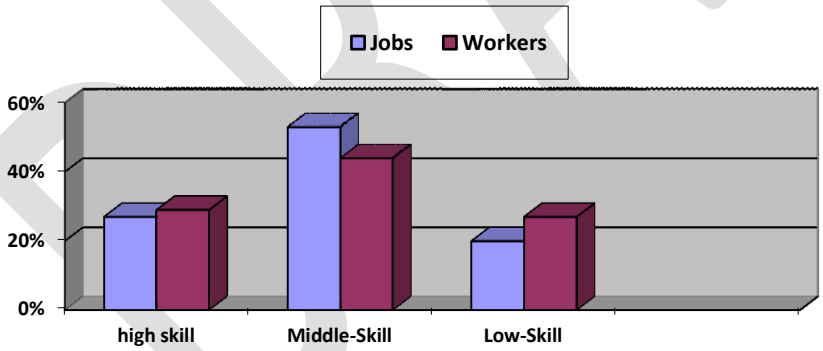


Louisiana Jobs by Skill Level, 2008



Louisiana Jobs by Skill Level, 2018

In 2009, about 53 percent of Louisiana's jobs were middle-skilled occupations but only 44 percent of workers have the appropriate training for these jobs.



Louisiana Jobs and Workers by Skill Level, 2009 *(Source: U.S. Department of Labor and U.S. Bureau of the Census)*

DRAFT

Population Trends

Population trends over the past forty years had shown a gradual exodus from Orleans Parish to neighboring suburban parishes, with Jefferson and St. Tammany being dominant recipients of the population growth. However, recent reinvestment efforts are clearly impacting these traditional trends. Orleans, as well as most other parishes are now showing growth. The exceptions include a new (2009-2020) trend showing a projection for population reductions in Jefferson and St. John parishes.

Table 3 – Population Estimates and Projections for RLMA1, including pre- and post-Katrina

Geographic Area	Population Estimates				
	2020 Projections	July 1, 2009	July 1, 2006	July 1, 2005	July 1, 2000
Louisiana	**4,791,004**	**4,492,076**	**4,240,327**	**4,497,691**	**4,468,979**
Jefferson Parish	432,639	443,342	420,683	451,652	454,738
Orleans Parish	402,829	354,850	208,548	455,188	483,663
Plaquemines Parish	22,340	20,942	21,293	28,549	26,737
St. Bernard Parish	43,305	40,655	14,493	64,951	66,988
St. Charles Parish	54,755	51,611	51,759	50,116	48,160
St. James Parish	22,540	21,054	21,159	20,740	21,179
St. John the Baptist Parish	45,748	47,086	47,697	45,597	43,151
St. Tammany Parish	255,682	231,495	223,062	217,407	192,179
Region One Labor Market Area	**1,279,838**	**1,008,694**	**1,334,200**	**1,336,795**	**1,336,795**

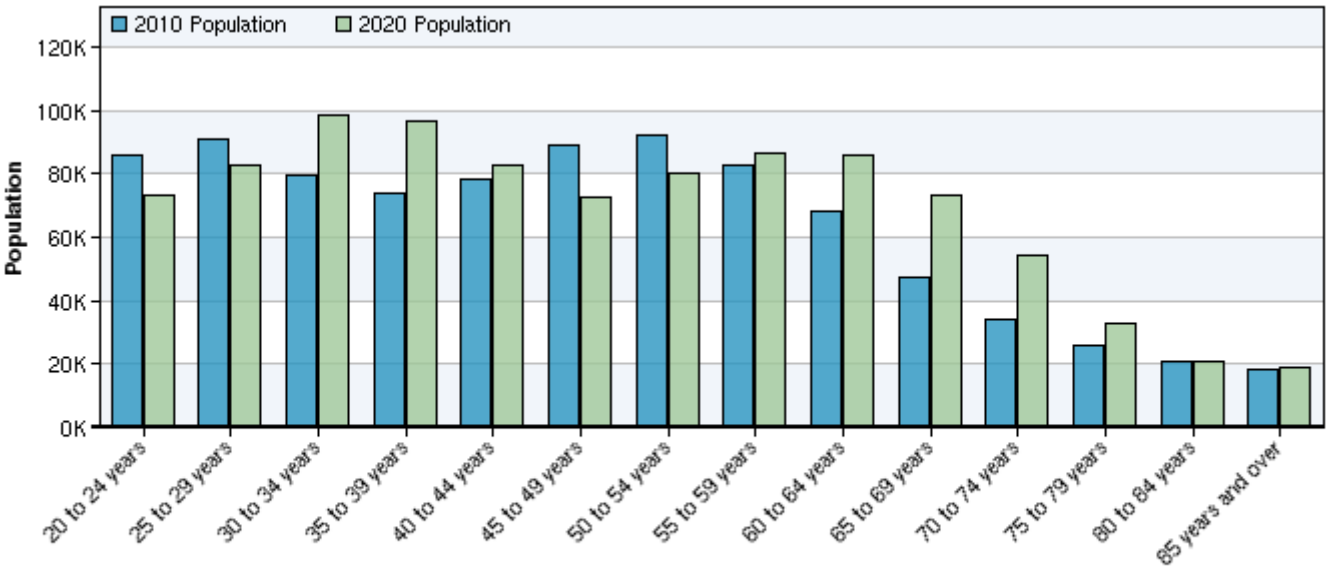
Source: US Census Bureau

Workforce Age Population Trend Breakdown

The Baby Boomer effect, or "Silver Tsunami," will have a significant impact on the region's workforce. More than 52,000 will move into to the 65+ population by 2020. This represents a 36% increase over the current 65+ population. At the same time, the remaining workforce will only increase by a modest 18,000, creating a potential shortfall of available workforce for the

Greater New Orleans region by nearly 39,000. Additionally, the increase in the elder population will certainly increase the need for healthcare services, having a compounding effect on the Healthcare industry.

Figure 3 – 2010 – 2020 Population by Age



Age	2010 Population	2020 Population	Change	% Change	2010 % of Cohort
20 to 24 years	86,016	73,177	-12,839	-15%	9.69%
25 to 29 years	90,864	82,593	-8,271	-9%	10.24%
30 to 34 years	79,509	98,745	19,236	24%	8.96%
35 to 39 years	74,175	96,792	22,617	30%	8.36%
40 to 44 years	78,359	82,596	4,237	5%	8.83%
45 to 49 years	88,962	72,608	-16,354	-18%	10.02%
50 to 54 years	92,270	80,372	-11,898	-13%	10.39%
55 to 59 years	82,736	86,575	3,839	5%	9.32%

Age	2010 Population	2020 Population	Change	% Change	2010 % of Cohort
60 to 64 years	68,098	85,611	17,513	26%	7.67%
65 to 69 years	47,524	72,964	25,440	54%	5.35%
70 Years and over	99,195	126,706	27,511	28%	11.17%
Total	887,708	958,739	71,031	8%	100.00%

Source: EMSI Covered Employment - 2012.2

Education/Skills Gap

Although the share of college-educated adults has grown in the New Orleans metro since 1990, the city still lags behind the nation. As reported by the Community Data Center, educational attainment, however, is only a broad indicator of regional workforce strength. A more precise gauge or workforce readiness required comparison to the specific educational requirements of the jobs and industries within our metro. In a recent report, the Brookings Institute measured the "education gap" of the largest 100 metro areas to determine the extent to which demand for educated workers stripped the supply of those workers in each specific regional market. The New Orleans metro had one of the largest educational gaps and scored in the lowest quartile among the largest 100 metro on the measure.

In an analysis of the top ten drivers of the New Orleans economy, oil and gas, shipping and logistics, shipbuilding and tourism have shed thousands of jobs, while knowledge based drivers such as higher education; legal services, insurance agencies and motion picture have begun to emerge. To maintain a strong economy, the middle skills gap or chasm must be addressed by investing in training that provides a bridge from low-skill jobs to middle-skill occupations. Training an additional 5 percent of low-skilled workers to qualify for mid-skill jobs would require a new investment, beyond existing state and federal programs funds.

In the latest LWC Vacancy Survey for RLMA1, employers were surveyed to identify the most difficult challenge they are experiencing in finding the workforce they need to fill current vacancies. While 34.4% are not noting a specific difficulty, 33.3% note insufficient qualified applicants with acceptable level of experience, training, or needed certification. 10.4% are lacking sufficient soft skills. Based upon field anecdotal interviews with employers in the region, a consistent theme has been identified that has specifically noted a need for customer service skills (internal and external) across multiple industries.

DRAFT

Table 4 – LWC – RLMA1 Vacancy Survey Employer Responses

Difficulty	Number of Responses	Percent of Responses
No reported difficulty in filling vacancy.	259	34.4
We have been unable to find qualified applicants and/or applicants with experience.	182	24.2
The work ethic of people, once they are hired, is unacceptable. Comments included social skills, appearance, trustworthy, attitude, maturity, able to fit in with existing culture and dependability.	78	10.4
We have been unable to find applicants with the specific experience, training, skills and/or certification that we are seeking.	71	9.4
Finding people who want to work. Not enough applications submitted.	34	4.5
Some other difficulty mentioned.	30	4
Qualified applicants will not work for the compensation package we offer. Low-paying job and/or competitive rates based on supply and demand.	28	3.7
Applicants' availability or location of job (may not have housing and/or transportation).	21	2.8
Finding people to pass a drug test or background check (such as driving record or credit check) or pre-employment testing and screening.	16	2.1
Turnover—keeping people once they have been hired is the biggest problem.	15	2
Some aspect of the job is undesirable to applicants (such as shifts, weekends, nights, holidays, overtime, travel, environment, schedule changes, heavy lifting, on call, etc.)	12	1.6
There is a shortage of people in the occupation.	6	0.8
Total	752	100%

Region One boasts a very comprehensive service-based industry and occupational make-up. The top five occupation groups represent a full 51% of all jobs in the region. The primary general knowledge areas needed for these positions include customer service, language, and math. The skill sets most in need for the top five occupational groups include reading comprehension, listening, critical thinking, and writing. The NOWIB will partner with local secondary schools, community colleges, Department of Juvenile Justice, post-secondary institutions, and other agencies to provide real time information for today's jobs. NOWIB will implement the Louisiana Workforce Commission WIN program to provide "soft skill" training to customers receiving services in the business and career solutions centers. To address challenges in the service related industries, the Region One WIBS issued a request for proposals

to provide customer services and soft skill training at all of the career centers throughout the region.

C. Local/Regional Strategies

Region One WIBs strategies are in line with LWC mission of putting people to work by continuously improving the demand driven system to responds quickly to the immediate and long term needs of employers. The section describes the Board's local application to achieve the governor's vision and goals of improving employer engagement, cultivation regional labor market intelligence to drive services, and targeting workforce recruitment to meet employer demand. This will be accomplished through solutions oriented to the following regional priorities:

1. Transform from a social service-focused culture into a demand-driven system

   The Board has taken steps to more proactively engage businesses. This includes greater emphasis on directly tying training to specific job opening, hosting employer focus groups, targeted workforce recruitment for healthcare and construction sectors and implementing a sector based approach to address the needs of New Orleans economic drivers. A primary strategy is promoting employer based training (EBT), particularly On-the-Job Training and Internships.

2. Improve the availability and efficacy of strategies and tools for the job seekers

   - Job seekers are encouraged to register in the Louisiana Virtual One Stop (LAVOS), post their resume and complete the virtual recruiter.
   - Job seekers are encouraged to enroll in job readiness to ensure they have the foundational skills needed to work. NOWIB will fully implement the AIM Louisiana Job Ready online, computer-based services to provide job readiness.
   - NOWIB has partnered with Go-to-Interview, a computerized interview program that allows job seeks to post a live interview for prospective employers.
   - NOWIB recognized, through employer focus groups, that use of temporary staffing agencies is the norm for addressing peak shortages. NOWIB has partnered with three temporary staffing agencies to provide qualified personnel.
   - The Region One WIBs have issue a request for proposal to provide customer services training to the Business and Career Solutions throughout the region. Completers will receive a nationally recognized credential in the area of customer service.

DRAFT

3. Reduce/eliminate silos

   NOWIB is committed to building stronger partnerships and collaborations to better align the local workforce areas to the needs of the region. In addition to continually promoting regional alignment of the local areas, there is a stronger emphasis on partnering and collaborating with economic development organizations and industry based associations. A recent example of this partnering includes the partnership between the Regional WIB Partnership, Regional Planning Commission, and Greater New Orleans, Inc. to share license for advanced economic and workforce development data.

4. The need to elevate the role of the LWIBs to drive regional innovation

   In 2004, the Workforce Investment Boards of Region One, recognizing the benefits of working together on regional issues and activities, began a process that has since led to a solid partnership that was formalized in 2007. This partnership has allowed for greater alignment and focus of limited resources. Through the collaboration of the Core Leadership, all members of each Board are kept abreast of regional activities and initiatives.

Cross-Program Strategies

As part of the region's strategy to further integrate a stronger cross-program strategy that meets the needs of the various populations and sub populations, we seek opportunities to enhance services to best serve those individuals. Some of these strategies include:

- Priority of service has been set for adult training funds to serve low income individuals
- Recently acquired grant funding to serve the ex-offender special population
- Strong commitment to serve youth in various summer youth training and employment programs
- Region-wide comprehensive re-employment efforts for those that have received 8 weeks of UI
- Support for all State initiatives to strengthen services to persons with disabilities and Veterans
- Improved partnerships with the Hispanic Chamber of Commerce and strong ESL programs to serve limited English speaking jobseekers
- Proactive regional approach to Rapid Response efforts, including intensive services for the workers impacted by the lay-offs at Avondale, Times Picayune, and St. Tammany Parish Mental Health Hospital

DRAFT

- Region-wide provision of remediation through WIN for lower level individuals to prepare for Work Keys certification

Partnerships

Regional WIB Partnership:

In 2004, the Workforce Investment Boards of Region One, recognizing the benefits of working together on regional issues and activities, began a process that has since led to a solid partnership that was formalized in 2007. This partnership has allowed for greater alignment and focus of limited resources. Through the collaboration of the Core Leadership, all members of each Board are kept abreast of regional activities and initiatives. The Regional partnership consists of the following components:

1. Workforce Investment Board Directors: The Workforce Investment Board Directors have been holding regular monthly planning meetings since early 2005 allowing them to enact various MOU's resulting in activities such as, the hiring of regional staff, sharing in professional development and training, regional service contracts, regional operations policies, shared staff for special projects, expanded partnerships that cross traditional geographical boundaries, regional business events, and identification of regional targeted sector priorities.
2. WIB Executive Committees: Originally an expansion of the WIB Director's Core Leadership Team, the Executive Committees of all four of the Boards meet periodically to serve as an overarching strategic arm of the regional direction and progress in the area of workforce development. The Joint Committee will continue to take a stronger role in the strategic direction of workforce development priorities for the region.
3. Local Area Coordinators: The multi-level collaborative team approach has been further implemented through regular monthly meetings of the Local Area Coordinators in order to share and build upon the best practices and continually improve the center operations that impact service delivery to businesses, member jobseekers, and youth.
4. Regional Team: The regional team, as a shared resource of the WIB Partnership, serves as an arm to advance the regional WIB Partnership priorities, goals and, directives by assisting in coordinating a broad range of regional activities, coordinating business services, assisting in coordinating partner and stakeholder collaboration, providing support for attaining the most reliable business intelligence, and provides a single source contact for the WIB Partnership.
5. Regional WIB Business Services Advisory Team: The region is currently exploring the creation of a team to be lead by private WIB members from all four Boards in the region to provide specific strategic direction to Business Services across the region.

DRAFT

Partnerships with stakeholder include:

- Expanded partnerships to include numerous industry associations, such as Home Builder Association, Louisiana Restaurant Association, and Society for Human Resource Management.
- Improved economic development organization collaborations, including newly revived relationships with New Orleans Business Alliance, Algiers Economic Development Foundations, Regional Planning Commission, Greater New Orleans, Inc. with a goal of creating a more interdependent relationship with every economic development organization within the region.
- Expanded relationships with the Louisiana Small Business Development Center, Greater New Orleans Data Center, and the Literacy Alliance.

Leveraging Resources

In times of continued diminishing resources, not only is leveraging resources vital to success and sustainability, so are efforts to increase the flow of resources to the region. The region has developed a systematic approach to applying for grants that will benefit the region. We will continue to seek out opportunities to leverage financial resources of stakeholder partners, such as the recent contracts to share in the cost of data access with the regional Planning Commission and Greater New Orleans, Inc. and a targeted healthcare sector career fair that was fully funded through our business affiliations.

NOWIB has leveraged resources from Community Development Block Grant (CDBG), City of New Orleans general fund and New Orleans Recreational Department (NORD) to enhance services provided to youth during the summer months.

The region also supports efforts being made by the Louisiana Workforce Commission to assist in facilitating the shared financial resources for mandated One-Stop Partners as it related to service delivery. Additionally, the region supports moving funds from TAA and IWTP to the local areas in order to more directly serve businesses and jobseekers.All funding opportunities that are aligned with and will promote regional goals and activities continue to be heavily investigated. Concepts for self-generated revenue will also be explored to off-set future budgetary funding cuts and short falls.

The region's commitment to internal collaboration and partnering has garnered great advancement and successes of Region One. The region will continue to explore ways to further align processes and strategies. This has been an ongoing primary goal of the WIB Director's Team and the LAC Team.

DRAFT

Policy Alignment

To align policies and ensure coordination, as described in WIA section 121(b), the Board conducts quarterly Memorandum of Understanding (MOU) meetings with the WIA Mandated Partners. Partners provide updates on services and resources available separately to make certain that clients receive the best services at the lowest cost to the system. This year the Board reinstituted the Resources and Allocation process. This process engages mandated (WIA) partners and other partners that provide workforce development and training services in New Orleans. The goal of the survey was to identify with workforce services currently available in the local community and the gaps, if any, in the system.

Disaster Recovery

The Board is committed to ensuring that the JOB1 Business and Career Solutions Centers are prepared to assist both employers and job seekers with getting back to work as quickly as possible following a catastrophic event. After Hurricane Katrina, the City of New Orleans had staff on the ground to outreach to businesses to determine the status of businesses reopening and to assist with staffing needs. Immediately following Hurricane Gustav there was a major need for workers to assist with clean-up activities. The Board has learned many lessons as a result of these two major hurricanes and has put processes in place to provide better assistance.

To assist with disaster recovery efforts the JOB1 Business and Career Solutions work with the City's Disaster Recovery Contractors to develop an active contact list of available workers to assist with clean-up efforts. Contractors meet with available skilled workers prior to hurricane season to have a system developed to activate clean-up activities immediately following the storm. The JOB1 Business Services team had the unfortunate opportunity to activate this service following Hurricane Isaac. JOB1 was able to quickly assist contractors with engaging workers to assist with major clean-up efforts.

Additionally, JOB1 has expanded its Business Services team to allow staff the ability to outreach to and develop relationships with local employers. Following a disaster related event, Business Services staff will work closely with the City of New Orleans Economic Development Business Engagement staff to assess the needs of employers and to assist employers with re-opening as soon as possible. JOB1's role is to address employer's workforce needs and to provide resources to affected employees, who may experience a gap in employment as a result of the disaster event.

DRAFT

D. Desired Outcomes

The Workforce Investment Act (WIA) programs have federal performance requirements for each funding source (Adult, Dislocated Worker and Youth). The federal performance requirements are known as the WIA Common Measures. The common measures for the Adult and Dislocated Worker programs are employment focused and consist of the following: Entered Employment Rate, Employment Retention, and Average Earnings. The common measures for the Youth program are focused on educational achievements. The common measures for the Youth program are: Placement in Employment or Education, Attainment of Degree or Certificate, and Literacy and Numeracy Gain.

The Louisiana Workforce Commission (LWC) is responsible for negotiating performance targets with each local area. The performance targets established for LWIA 12 (Orleans) for Program Year 2012 are as follows:

WIA Adult Performance Requirements

Entered Employment Rate	53.8%
Employment Retention	73.4%
Average Earnings	$10,786

WIA Dislocated Performance Requirements

Entered Employment Rate	59.5%
Employment Retention	81.1%
Average Earnings	$16,173

WIA Youth Performance Requirements

Placement in Employment or Education	65.3%
Attainment of Degree or Certificate	66.7%
Literacy and Numeracy Gain	45.1%

The Board has established additional performance goals that focus on services provided to business customers. The Board understands that the overall success of the program depends on the participation of business customers, and it is important that the services provide add

DRAFT

value to both our business and job seeker customers. The Board has established quantitative business services goals to measures employers' engagement in local activities. The Business Services goals that are negotiated between the Baord and the Operator of the JOB1 Business and Career Solutions Center include:

- Improve service delivery to employers by increasing the number of new businesses customers in targeted industries and the number of repeat businesses utilizing workforce services.
- Increase the number of direct job postings.
- Reduce time to fill job orders.
- Increase the percentage of employers utilizing employers-based training.
- Increase the number of direct job placements that result from staff assisted services.
- Increase the number of employers that provide employment opportunities for youth, ex-offenders, and individuals with disabilities.
- Increase the number of unsubsidized job placements for youth.

It is the intent of the Board to gather baseline data and establish quantitative measures for the outlined Business Services goals.

DRAFT

Section II. Local Operational Plan

A. Overview of the Workforce System

The New Orleans Workforce Investment Board (hereinafter referred to as "Board") was established in compliance with the Workforce Investment Act of 1998 (P.L. 105-220). The Board is comprised of both private and public sector members. The Chief Elected Official (CEO), who is the Mayor of New Orleans, is responsible for appointing business sector members from nominations submitted by business organizations and trade associations. The CEO appoints public sector members from nominations submitted by their respective agencies or organizations.

The Board is business driven, with a minimum of 51% business sector membership. The public members consist of partners mandated by the Workforce Investment Act, Section 117(b). The mandated partners include economic development, organized labor, adult education and literacy, post-secondary education, Wagner-Peyser, veterans programs, senior community service, rehabilitation services, community-based organizations, community development block grant, and community service block grant. A copy of the Board's membership roster is attached.

The primary functions of the New Orleans Workforce Investment Board include:

- Planning and policy making;
- Development of a local workforce plan;
- Designation and certification of a One-Stop career center operator;
- Identification of eligible providers for training services, youth activities, and intensive services; and
- Programmatic and fiscal oversight of designated employment and training programs.

To meet the statutory requirements and the demands of a dynamic workforce, the Board collaborates with a variety of organizations and institutions. Because of this cooperative approach, a strong workforce development system has emerged, and as the quality of the workforce improves, the system is agile enough to meet the ever-changing needs of jobseekers and employers.

The City of New Orleans serves as administrative entity for WIA formula funds, and is responsible for the disbursal of grant funds. The Board conducted a competitive bid process for the operation of the local one-stop centers, known as JOB1 Business and Career Solutions Centers. ResCare Workforce Services currently serves as the operator of the JOB1 Business and

DRAFT

Career Solutions Centers. As the One Stop Operator, ResCare is responsible for the administration of all programs and services funded through WIA formula funds.

Currently, there are two JOB1 Business and Career Solutions Center locations serving the citizens of New Orleans. The main office is located on the east bank of the Mississippi River at 3400 Tulane Avenue. A satellite office is located on the west bank at 3520 General DeGaulle Drive. JOB1 also has a mobile unit that provides services to employers and community organizations, in areas where customers may have difficulty accessing a career center location.

The Board embraced and implemented the integrated service delivery model designed by the Louisiana Workforce Commission, which includes two areas of concentration: Business Solutions and Career Solutions. The New Orleans service delivery system is known as JOB1 Business and Career Solutions.

The Business Solutions component of JOB1 has adopted the strategic approach to develop and maintain relationships and partnerships with the business community. In addition, JOB1 will ensure services and service delivery methods meet business demands, including improvement of existing services and development of new business services. The exceptional quality for delivery of employer services, focused on: 1) job vacancy processing from receipt to follow-up, 2) recruitment services, and 3) optimum connections between the business and job seeker community.

The Career Solutions component of JOB1 administers three levels of services; core, intensive, and training services mandated by the Workforce Investment Act. Customers can progress through the levels of services based on the need required to assist the customer with obtaining employment that leads to self-sufficiency. Every effort possible is made to provide information, access, and opportunity to clients, using services and cohort groups, based on availability of activities and funding. Below is a list services provided at the Business and Career Solutions Centers:

DRAFT

CORE SERVICES:

These services include, but are not limited to, the following:

- Outreach/Intake/Orientation
- Initial Assessment
- Individual Service Strategy Development
- Career Counseling
- Workshops and Job Clubs
- Assistance with Financial Aid Info
- Job Listings/Skills Needed/Demand
- Occupational Information
- Job Referrals
- Job Search/Placement Assistance
- Information on U.I. Claims
- Employment Statistics
- Internet Browsing
- Resource Room Activities

INTENSIVE SERVICES:

These services include, but are not limited to, the following:

- Comprehensive and Specialized Assessments and Service Needs of Adults and Dislocated Workers
- Development of an Individual Employment Plan
- Group Counseling/Individual Counseling and Career Planning
- Case Management
- Short-Term Pre-Vocational Services
- Additional services may include Out-of-Area Job Search, Relocation, Literacy, Internships and Work Experience

TRAINING SERVICES:

These services include, but are not limited to, the following:

- Occupational Skills
- On-Job-Training
- Customized Training
- Apprenticeships
- Adult Education Combined with other Training

DRAFT

EMPLOYER SERVICES:

These services include, but are not limited to, the following:

-Employee Recruitment Services

-On-the-Job Training *(Wage subsidies to employers for costs associated with training employees on the job for up to six months.)*

-Customized Training *(Training designed to meet the special requirements of an employer or group of employers. The employer must commit to employ or continue to employ an individual upon successful completion of the training.)*

-Interview Space at the Career Center

-Employment and Labor Market Statistics

-Information on Tax Incentives

-Employee Skills Information

-Assessment of Incumbent Worker Skills

-Employee Lay-Off Assistance

JOB1 Business and Career Solutions in conjunction with Wagner-Peyser, utilizes a team- based-triage-service-delivery system. We provide a coordinated and integrated service approach to our customers, thus avoiding duplication and streamlining costs. Our goal is to provide all our job seekers with a focused career path toward self- sufficiency. There are three teams within the service delivery structure: Skills Development, Recruitment and Placement, and the Business Services.

The Skills Development Team assists clients with developing the skills needed to obtain employment that leads to self-sufficiency. The Skills Development Team provides assistance with job search/job placement, interviewing skills, and resume development. This team also creates the individualized employment plan and conducts assessments to determine if skills up-grade training is needed to obtain self-sufficiency. The Skills Development Team matches each customer with needed services.

The Recruitment and Placement team is the bridge between the business community and job seeker. This team coordinates with the Business Services and the Skills Development team to actively recruit and refer job seekers who meet the specified qualifications of employer job openings.

DRAFT

The Business Services team works within the region to develop and execute workforce development strategies that meet the employment and training needs of the regions' employers, to increase the access rate in the community. This team works directly with employers to identify employer needs, propose solutions to training gaps and to promote the services and programs available the Career Centers. This team analyzes industry, employer and labor market data and researches the best policies, procedures and programs in order to develop recommendations for appropriate business solutions. Additionally, they forge on-going relationships with businesses and solicit hiring information based on current and future employment needs.

Services at the JOB1 Business and Career and Solutions Centers are delivered through facilitated self-help and group activities. Our partners assist staff with all activities to ensure service delivery is as seamless as possible. Each center has a self-help resource area as the central core. Customers requiring assistance accessing service have knowledgeable staff available to provide help using the Internet, software programs, resume development, etc. All center staff are trained to recognize customer needs for facilitated self-help and direct customers to intensive services as required. Those customers requiring more intensive services have access to career aptitude/interest assessments and counseling services. Job seekers have access to job listings and on-line resume services.

Efforts to achieve improved performance and increased customer satisfaction have resulted in a thorough cross training and integration of center staff. This method lends itself to enhanced performance, with additional resources, talents and options, and allows the operation to constantly evolve and respond to the needs of job seeker and business customers. It also helps to support customer satisfaction and accountability through common performance measures and to respond to an ever-changing labor market.

The JOB1 Business and Career Solutions Centers have been fashioned through partnership endeavors, using a One-Stop system approach to offer multifaceted services in a system that is user-friendly and advocates customer choice. It is the intent of JOB1 and its partners to provide a progressive delivery system of workforce development services, contained within a single point of contact, in a customer-friendly, accessible environment. All Center partners share this vision.

The Board has established a Memorandum of Understanding (MOU) with the 19 mandated partners and other optional partners consistent with Section 121 of the Act. MOUs describe the services that each partner will provide to the local workforce system. Quarterly MOU meetings are conducted, where the MOUs are reviewed and updated to reflect changes in service delivery.

DRAFT

The services provided by WIA Adult, WIA Dislocated Workers, WIA Youth, Wagner-Peyser, Veterans, Rapid Response, and TAA are available at the JOB1 Business and Career Solutions Centers and are coordinated, with focus on quality services to meet demand, customer choice and decision making, by integrated staff of the respective Centers.

Youth Services

The New Orleans Workforce Investment Board has a Youth Council, established as a subgroup of the Board. The Youth Council offers expertise in youth policy and assists the Board in:

- Developing and recommending local youth employment and training policy and practice;
- Broadening the youth employment and training focus in the community to incorporate a youth development perspective;
- Establishing linkages with other organizations serving youth in the local area; and
- Reviewing a range of issues that can have an impact on the success of youth in the labor market.

The membership of the Youth Council is representative of youth services agencies. It may include representatives from educational agencies, various youth activity organizations, juvenile justice, local law agencies, community based organizations, WIB members with special interest in youth, employers, and other individuals, such as parents, and youth, including former participants.

Through the Board and Youth Council, youth services are integrated and coordinated to provide youth with the resources and skills necessary to succeed in today's society.

JOB1 youth services are centered around ten (10) required program elements; as defined by the Workforce Investment Act of 1998. In an effort to accommodate youth better, eight (8) of the required program elements are made available on-site at the Youth Career Centers (YCC). These services include:

- Tutoring, Study Skills Training
- Alternative Secondary School
- Paid and Unpaid Work Experience
- Summer Employment
- Adult Mentoring
- Leadership Development
- Supportive Services
- Follow-up Services

DRAFT

- Two (2) additional program elements are made available through mandated partnerships, and/or subcontractors or vendors who are competitively procured through a solicitation process or executed Memorandum of Understanding:
    - Occupational/Customized Skills Training
    - Comprehensive Guidance & Counseling

B. <u>Operating Systems and Policies Supporting the State's Strategies</u>

1. Local operating systems that support and coordinate implementation of state strategies (e.g. labor market information systems, data systems, etc.).

The Board is in agreement with the Louisiana Workforce Commission to have a workforce system that is truly demand driven. The Board is committed to ensuring that the resources and services are structured and designed to meet the workforce needs of high-demand/high-growth industries. To accomplish this goal the Board is providing staff with the resources and tools needed to identify workforce demands and provide job seekers with the knowledge and career guidance to make informed decisions regarding their employment goals and skill needs.

The Board will ensure that staff has knowledge of and is trained to utilize data and labor market information systems provided through the Louisiana Workforce Commission and other workforce development and economic development sources. Data and informational systems that staff will be trained to utilized includes the following:

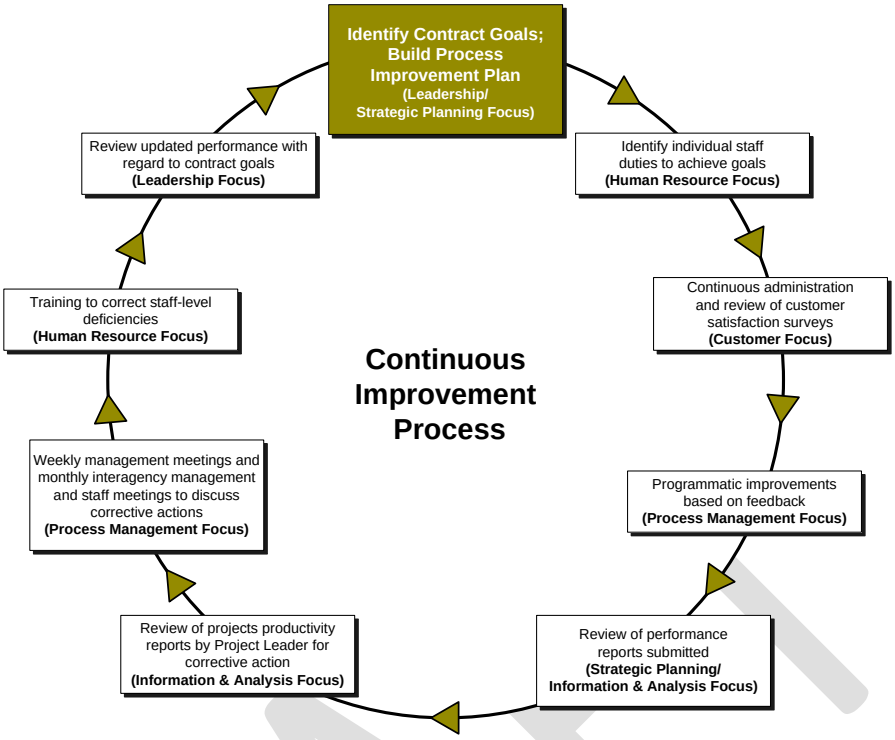
- Louisiana Virtual One Stop (LAVOS)
- Occupational Information Network (O*NET)
- Economic Modeling Specialists (EMSI)
- Work Keys/WIN

The Board expects that all center operator staff use the data collections systems, LMI websites and any other available resources in order to:

- Provide services that are based on business needs
- Provide the most qualified job applicants that meet employer needs
- Eliminate duplication of services and increase efficiencies.

Additionally, the Board is committed to providing the support and oversight needed to promote an environment of continuous improvement (see continuous improvement model).

DRAFT



2. **Local policies that support the coordination and implementation of the state's strategies.**

The Louisiana Workforce Commission's (LWC) strategies are focused on becoming a demand driven workforce system. LWC's strategies include providing additional staff in the local area to focus on business services, providing market driven tools for job seekers, and aligning resources of talent development agencies. The Board is implementing local policies that support LWC workforce strategies.

The Board is expanding the Business Services team and revising business services policies to provide more effective and efficient services to business customers. The business services policies will restructure service delivery to target high-demand/high-growth industries and provide services that will add value for businesses and job seekers. The business services and the skills development teams will work more closely together to ensure that services provided to job seekers are providing the skills needed to meet the demands of business.

3. **The alignment of service delivery to job seeker customers and employer customers, including Registered Apprenticeship sponsors across programs**

All services provided by the JOB1 Business and Career Solutions Centers are organized by function rather than by program so that the need of each customer drives the delivery of

services. The foundation of this service delivery is staff training. Comprehensive training is provided to career center staff, which includes local WIA and Louisiana Workforce Commission (LWC) staff. The training will focus on:

- Demand driven service delivery
- Function specific training
- Staff expectations
- Team approach to service delivery

Career Center staff has been trained on the service delivery model and customer flow for all services. The services delivery model is implemented across all programs regardless of funding source. Staff is knowledge of eligibility criteria for each funding source, and provides services to both business and job seeker customers accordingly. Customers in need of training to develop skills are provided information about applicable training programs, including registered apprenticeships, regardless of the funding sources.

The Board recognizes apprenticeship programs as an important component of our talent development strategies. Most registered apprenticeship programs are in the construction trade occupations, which are high-demand occupations in the New Orleans region. Referrals to apprenticeship and pre-apprenticeship programs are routinely integrated into the career guidance and career exploration services offered through the local Centers, both virtually and as a part of staff-assisted services. In addition, centers are encouraged to co-sponsor career fairs and other outreach activities with the apprenticeship programs, as well as market these opportunities to both employers and workers. Apprenticeship programs have participated in Construction Informational Sessions and monthly meeting offered at the JOB1 Business and Career Solutions Centers.

DRAFT

4. **Support and Coordination of Local WIA and state rapid response activities to dislocated workers**

Understanding the need of dislocated workers to reconnect to employment as quickly as possible; the Board will offer professional and timely support to the state's Rapid Response activities. The Board will coordinate with the Louisiana Workforce Commission (LWC), local center operator and other agencies to ensure a team of Rapid Response experts is identified, trained and responsive to the state's rapid response activities.

The team will include LWC JOB1 Business and Career Center rapid response expert designee, representation from the LWC Unemployment Insurance (via staff person, pamphlet and brochures, etc.).

The Board's goal is to bring the services directly to the affected employees before their separation date by:

- Meeting with employer representatives to plan rapid response activities.
- Offering on site orientations, job readiness workshops and job matching/referral services.
- Ensuring that once laid off, the dislocated worker continues to obtain services, as needed, through the JOB1 Business and Career Center.

5. **Common data-collection and reporting process used for all programs and activities present in One-Stop Career Centers.**

The Louisiana state data collection system, Louisiana Virtual One Stop (LAVOS), will be the data collection system used by all workforce staff. The Board's staff will provide oversight to ensure that information entered in LAVOS is accurate and timely. Career Center staff will receive on-going training on LAVOS updates to ensure data is accurately entered into the system and to have access to LAVOS reports that can assist with daily reporting activities.

6. **Local performance accountability system developed for workforce investment activities to be carried out through the LWIA workforce investment system**.

The Board believes that accountability in the workforce investment system begins with the Board. The Board's commitment to quality service delivery is evidenced by holding the center operator to a higher standard of professionalism and performance attainment.

The Board will ensure that a performance accountability system is in place by:

- Developing a true partnership with our workforce center operator;
- Holding regular meetings to review performance, quality services and professional staff development;
- Following the continuous improvement model (see B1 above) in all aspects of our operations;
- Developing of a center operator score card;
- Requiring of the submission of a written corrective action plan for performance benchmarks showing as not meeting in the LWC quarterly performance reports; and

DRAFT

- Requiring the career center operator to submit monthly Performance Measure Reports (PMR) to outline service utilization, staff activities, and unsubsidized placements.

7. Local strategies for collecting and using other information to measure the progress on local performance measures.

The Board's and the state's successful delivery of quality workforce services can be assessed by meeting and exceeding performance measures. Our goal is to provide quality business driven services that will result in positive performance outcomes for both job seekers and business customers. Driven by continuous improvements in all aspects of our service delivery, we will track and measure performance regularly using the following strategies/systems for collecting and using various sources of information to measure the progress on local performance measures:

- Career Center Operator Score Card - Development of a Career Center Operator Score Card that captures every performance benchmark. The Score Card will display year to date performance and indicate the monthly variance from each measure. Board staff will pull reports from the LAVOS system as well as locally developed reports to ensure accurate and complete data entry into the LAVOS system.
- Online Surveys – The NOWIB will ensure that the Career Center Operator utilizes online surveys to assess the quality of services provided to employer such as job fairs, mass hiring events, etc.) The Operator will submit survey results monthly to the Board for analysis.
- Locally Developed Workforce System Delivery Reports that may include:
  - Number of Job Seekers Seeking Services by Center
  - Number of Youth Seeking Services
  - Youth Outreach Reports
  - Quality Assurance Error/Accuracy Reports by program, element, etc.

C. Services to Employers

The City of New Orleans Office of Workforce Development is uniquely positioned with the Mayor's Office of Economic Development. This positioning affords direct linkages between JOB1 Business and Career Solutions with the Office of Economic Development Business Services

Divisions, New Orleans Business Alliance and the Office of Supplier Diversity. The Office of Workforce Development staffs the New Orleans Workforce Investment Board, which oversees the activities of the JOB1 Business and Career Solutions Centers. This alignment with economic development affords the New Orleans Workforce Investment Board to be in the forefront of all economic development activities in the city and the region.

The Board recognizes businesses are the primary customer and drives the development of employment and training programs for job seekers. The Board reviews local labor market information and other statistical reports as part of its strategic planning process. The Board is business driven and recognizes priority should be given to high demand/high growth industries that are important to the New Orleans labor market.

Services to employers are delivered by JOB1 Business and Career Solutions' Business Services unit. The Business Services unit works closely with the WIB's designated Business Coordinator and its Employer Advisory group to identify and target high-priority industries. Together, we strengthen New Orleans' business environment and help to create a more vibrant economy by providing a job ready workforce.

Employer and jobseeker services are closely integrated under one unified management structure. The Business and Career Solutions Center operator has designated staff, Business Associates (BA's), who will maintain close contact with the jobseeker, career advisors, and recruitment and placement staff in order to ensure that the most qualified job candidate is referred to the right job opening. At our core, our focus is to connect skilled job seekers to employers in demand occupations.

The purpose is to transform from a human service-focused culture into a demand-driven system. In order to accomplish this it is necessary to align training, education and workforce. The JOB1 Business and Career Solutions Center accesses human capital for businesses; employers define the skill requirements for the jobs they create/make available, and community colleges, other training providers and apprenticeship programs teach the skills and tailor programs to meet employer demand.

JOB1 Business and Career Solutions provide a suite of services that can benefit all businesses. These services include:

- Customized Hiring Events – JOB1 will recruit and pre-screen applicants to the company's specifications.
- Employee screening and Testing – JOB1 will provide employee screening and skill assessment (i.e. Work Keys, TABE or other industry specific test).

DRAFT

- Employer Based Training – Employers can receive up to 50% reimbursement for the extraordinary cost of training a new hire that does not meet the minimum required skill.
- Customized Training – Specific training for an employer or group of employers that require special skill sets required for new hires. Employer pays for not less than 50% of the cost of training.
- Free job posting and resume searching – Employers can post job openings and search LAWORKS database of resumes.
- Rapid Response – Companies restructuring or downsizing their workforce can receive lay-off assistance and/or services for the impacted workers. Labor market Information – information on hiring trends, writing job descriptions and other data is available.
- Information on Tax Credits

JOB1 will serve as a resource and linkage to:

- New Orleans Business Alliance (NOB1) – Business attraction
- Incumbent Worker Training Program (IWTP) – Upgrading Incumbent workers skills
- Small Business Employee Training Program (SBET) – Employers with less than 50 employees
- Host industry specific Focus Groups – To address workforce needs and challenges

JOB1 Business and Career Solutions Centers delivers business services to local and regional businesses utilizing integrated WP/WIA staff and a sector-based approach. Business Services Representatives are assigned to industries identified by the Board as having a major economic impact. Business Services Representatives will become industry experts, joining industry associations, meeting with employers to learn the required skills as well as the culture and employers expectations. This is instrumental in matching the right skill set to the right employer.

JOB1's Business Services Team (Business Services Rep/Recruitment and Placement) receives training through the operator (ResCare Workforce Services) that is similar to those of any staffing industry provider. ResCare's Business Services Academy provides comprehensive training for all business services staff that includes professionally-developed staff certifications. All Business Service Team members are required to complete the **Employer Relations Specialist Certification.** This certification encompasses 10 hours of training that includes web-based instruction and field assignments. This training shifts the focus from job development to one that emphasizes, managing and maintaining long-term relationships with businesses.

DRAFT

D. Services to Local Target Populations

It is the Board's intent to provide equitable services among all segments of the population eligible for participation in WIA federally funded programs. It is the Board's belief that the Business and Career Solutions Centers are a place for all job seekers, from highly-skilled to entry-level. Within this universal customer population fall various sub-groups with specific needs. The Board and our Career Center Operator, ResCare Workforce Services, are experienced in serving such diverse populations. We know how to optimize facility layout, traffic patterns, staffing levels and how to set requirements for outreach and recruitment efforts to broaden the information of available services to all, resulting in a high level of service to a large number of customers, including targeted populations and those with special needs. The board and its' Business and Career Solutions Centers will reach members of various race/ethnicity, age groups, unemployment claimants, long term unemployed, under-employed, dislocated workers, low income individuals, migrant and seasonal farmworkers, veteran's, homeless individuals, ex-offenders, older workers, individuals with disabilities and others.

Universal access to services will be through the Workforce Investment System. The partners participating in a universal access system include community colleges, the Wagner-Peyser public employment service, the WIA Title I system, Health and Human Services, and other appropriate partners. Many services will be available electronically in the centers and over the internet. These services include labor market information, Vocational Rehabilitation information, registration for work, resume preparation, job search, referral to partnering agencies and an array of core, intensive and training services. All services currently provided in the system can be accessed by the universal population and assist special groups with employment barriers. These groups include individuals with disabilities in accordance with the ADA, older workers, youth, veterans, welfare clients, ex-offenders, and Migrant and Seasonal Farm workers, dislocated workers, displaced homemakers, women, disadvantaged workers, minorities, the under employed, employed and unemployed customers.

The Business & Career Solutions Center, under the direction of the Board, has developed written policies and procedures for self-service, core, and/or assisted core, intensive, and training services. These policies and procedures are based on analysis of employer and job-seeker needs and analysis of adequacy of resources, from all local funds, to assure maximum access to services for all targeted populations. The Board has developed strategic and operational plans that include making efforts (including outreach) to broaden the composition of the pool of those considered for participation or employment in their WIA Title I-financially assisted programs and/or activities in an effort to include members of both sexes, the various racial/ethnic and age groups and all other targeted populations previously mentioned.

DRAFT

To ensure that training and placement services are provided, the board includes a description of their local policies and procedures in developing their strategic and operational plans to:

- Identify and address barriers to participation for all targeted populations;
- Inform customers of nontraditional career options;
- Identify and refer individuals to supportive services depending on individual need; and
- Assess aptitude for the required skills to compete for in-demand jobs.

The Business and Career Solutions Center conducts comprehensive assessments and other intensive services in meeting the needs of specialized populations. Individualized counseling, job development, coordination with Business and Career Solution Center partners, and customized referral and placement services are all used in meeting the needs of older individuals, individuals with limited English speaking ability, and other individuals with multiple barriers to employment.

The Business and Career Solutions Center Operator is well versed at meeting the needs of individuals with disabilities. The centers will offer peer to peer training to ensure staff knows the best possible resources available for individuals with disabilities. The Career Center is responsible for creating partnerships with local mental health organizations and rehabilitation offices in order to more effectively service customers with disabilities and to provide skilled workers to employers. The goals of these partnerships will be to link local employment priorities to the skills of people with disabilities.

The Business and Career Solutions Centers will serve ex-offenders by providing non-residential training for youth and adults alike in areas of academic remediation, job readiness, skills training, and job placement services. The Centers will continue to partner with juvenile and adult courts, probation offices, local school districts, community agencies, and employers willing to hire ex-offenders. The challenge of released prisoners returning to communities across the nation has increased in the past few decades, because as rates of incarceration have risen, the number of ex-offenders released has also risen. Ex-offenders return with many barriers, ranging from lack of employment history, difficulty finding employment and housing due to their criminal record, as well as coping with other life changes as they adjust to life outside of prison.

Special services that we will offer the ex-offender population include:

- Additional emphasis on customer assessment to identify transferable skills and static and dynamic criminagenic factors that may affect recidivism.
- A “reality check” philosophy; for example: “on average, ex-offenders need to look longer but do find employment” and “an entry level job may not be what you want but will help you build employment credibility.”

- An "Inspiration Day" where successful ex-offenders speak to participants.
- Guidance on the following topics:
  - How to discuss their record in an interview.
  - How to structure a resume to highlight skills and deflect attention from lack of and/or gaps in employment.
  - How to complete an application honestly and accurately.
  - How to re-establish their support system.
  - How to mend their reputation among family, friends and co-workers.

In June, 2012, the Greater New Orleans Inc.—Regional Economic Alliance released a Labor Market Assessment which revealed that over 23,000 retirees in the New Orleans area are interested in working. To serve these and other older workers, the Business and Career Solutions Centers will:

- Perform targeted outreach
- Partner with organizations such as AARP that serve this population
- Maintain active partnerships with employers to increase employment opportunities for mature workers.
- Increase the marketability of mature workers through development of proactive job search strategies, peer support and collaborative job search.

E. Trade Adjustment Act (TAA)

LWIA 12 has a comprehensive strategy to service dislocated workers. The Trade Adjustment Assistance (TAA) Unit is integrated within the Rapid Response Unit and is strategically coordinated with other dislocated worker programs to maximize efficient us of funds.. The Louisiana Workforce Commission (LWC) delivers the TAA's Program benefits and services with merit staff housed at the local LWIA centers with state oversight

In the New Orleans Region, TAA is handled by a merit staff worker located at the East Jefferson Business and Career Solutions Center. This process allows certified trade-impacted workers to receive seamless employment transition services through the same service delivery system. All TAA-funded participants are co-enrolled in the Dislocated Worker program. This integration provides greater flexibility and maximizes limited resources to provide efficient services to job seekers, displaced workers and the employer community.

DRAFT

Attachment

DRAFT

Attachment A

NEW ORLEANS WORKFORCE INVESTMENT BOARD
LWIA 12 (ORLEANS)
2012 DIRECTORY

Name-Committee-Sector	***Company, Title & Business Address***
Robert T. Spencer, Jr. ***WIB Chair*** *Executive* **Private**	Entergy Services, Inc. *Director – HR Strategic Initiatives* 639 Loyola Avenue, L-ENT-14D New Orleans, Louisiana 70113
Dr. Margaret Montgomery-Richard ***WIB Vice-Chair*** *Executive* *Strategic Planning* **Private**	DMM and Associates, LLC *Owner/Partner* 4298 Elysian Fields Avenue, Suite B New Orleans, Louisiana 70122
Dr. Petrice Sams-Abiodun ***WIB Secretary*** *Executive* **Public**	Loyola University *Executive Director* 6363 St. Charles Avenue New Orleans, Louisiana 70118
Gregory Curtis *Executive* *Youth Council Chair Retreat Planning Chair* **Private**	Windsor Court Hotel *Human Resource Director* 300 Gravier Street New Orleans, LA 70130
Michael P. Palamone *Executive* *Bylaws Chair* **Private**	Urban Systems Associates, Inc. *Chief Executive Officer* 400 North Peters Street, Suite 206 New Orleans, Louisiana 70130
Thelma French *Executive* *Strategic Planning Chair* **Public** **CSBG**	Total Community Action *President/CEO* 1420 S. Jefferson Davis Parkway New Orleans, Louisiana 70125
Michael Smith *Executive* *Finance Chair* **Private**	Hyatt Regency *General Manager* 601 Loyola Avenue New Orleans, Louisiana 70113

DRAFT

Name-Committee-Sector	***Company, Title & Business Address***
Charlene Bonck **Public** **Vocational Rehabilitation**	Louisiana Rehabilitation Services *District Supervisor/Acting Regional Manager* 6620 Riverside Drive, Suite 101 Metairie, Louisiana 70003
Ernest Gethers *Strategic Planning* **Public** **N.O. Economic Development**	City of New Orleans Economic Development *Senior Business Service Manager* 1340 Poydras Street, 10th Floor New Orleans, Louisiana 70112
Robert "Tiger" Hammond *Strategic Planning* **Public**	Greater New Orleans AFL-CIO *President* 837 N. Carrollton Avenue New Orleans, Louisiana 70119
Kevin Joyce **Public** **Wagner-Peyser** **Veterans** **TAA** **UI**	Louisiana Workforce Commission *Director, Incumbent Worker Training* 735 St. Charles Avenue New Orleans, Louisiana 70130
Barry Kaufman **Public**	LIUNA,AFL-CIO, Southeast Building Trades *Union Labor Representative* 400 Soniat Street New Orleans, LA 70115
Dr. Leroy Kendrick *Retreat Planning* **Public** **Post Voc. Ed.**	Delgado Community College *Assistant Vice Chancellor, Workforce Development & Education* 615 City Park Avenue New Orleans, Louisiana 70119
Henry A. King *Bylaws* *Strategic Planning* **Private**	King, Krebs & Jurgens, P.L.L.C *Attorney* 201 St. Charles Avenue, 45th Floor New Orleans, Louisiana 70170
Brian Lawlor **Public** **CDBG**	City of New Orleans *Director, Housing Policy and Community Development* 1340 Poydras Street, 10th Floor New Orleans, LA 70112
Carla Major **Private**	Intercontinental Hotel *Human Resources Director* 444 St. Charles Avenue New Orleans, Louisiana 70130

DRAFT

Name-Committee-Sector	***Company, Title & Business Address***
Rodrick T. Miller **Private**	New Orleans Business Alliance *President and CEO* 365 Canal Street, Suite 2300 New Orleans, Louisiana 70130
Barbara Motley *Retreat Planning* **Private**	Le Chat Noir Cabaret Theater *Owner* 715 St. Charles Avenue New Orleans, Louisiana 70130
Robert Packnett *Strategic Planning* **Private**	R & P Landscaping *Owner* 7442 Springlake Drive New Orleans, Louisiana 70126
Aimee Quirk *Retreat Planning* *Bylaws* **Public**	City of New Orleans *Advisor to the Mayor* *for Economic Development* 1340 Poydras Street, 10th Floor New Orleans, LA 70112
Randy Savoie **Public** **Job Corps**	New Orleans Job Corps *Business Community Liaison* 8825 Airline Highway New Orleans, Louisiana 70118
Terry Scott *Youth Council* **Private**	Scott Management Team, Inc. d/b/a McDonalds Restaurant *Owner* 2359 St. Claude Avenue New Orleans, LA 70117
Cleveland Spears, III **Private**	Spears Consulting Group, LLC *President/Founder* 132 N. Cortez, Suite A New Orleans, Louisiana 70119
Carmelo Turillo **Private**	La Divina Gelateria *Owner* 3005 Magazine Street New Orleans, Louisiana 70115

DRAFT